

Responsibilities as July 30, 2015	Executive Director of General Govt Services (ED)	Current Practice	Proposed under Town Manager
<b>PERSONNEL MATTERS:</b>			
Appoint Department Heads	ED appoints Finance Director, FMD Director, IT Director with approval of BoS. (Bylaw 19.33)	This is the current practice.	Town Manager appoints dept heads with the approval of applicable board; if the board fails to act within 15 calendar days, the appointment becomes effective.
Appoint Other Staff	ED appoints staff in FMD dept (Bylaw 24.3) and in BoS office. (Bylaw 24.3 and 19.33).	The current practice is that the ED appoints staff in the FMD department and in BoS office. ED signs off on hires in Finance and IT depts.	Town Manager will be responsible for appointment of all other staff. The Town Manager with the HR Director will establish a process for all hiring.
Evaluate Department Heads	ED evaluates Finance Director, FMD Director and IT Director. (Bylaw 19.33)	This is the current practice.	Town Manager, working with the HR Director, will set up processes to conduct evaluations of Department Heads with input from appropriate Board.
Evaluate Other Staff	ED evaluates all staff in the BoS Office.	The current practice is that the ED evaluates all staff in BoS and signs off on evaluations of staff in Finance, FMD and IT depts.	Town Manager will be responsible, with the HR Director, for developing personnel policies for approval by the HR Board, and changes to the Classification and Salary Plans, also to be approved by the HR Board. Personnel Policies will include provisions on evaluating staff. The details of the evaluation system will be determined by the HR Director in consultation with the Town Manager, Department Heads, and staff.
Remove Department Heads	ED removes Finance, FMD and IT Director with approval of BoS. (implied in Bylaws 19.33 and 24.3)	ED removes Finance, FMD and IT Director with approval of BoS.	Town Manager may remove Dept head with notice to applicable board.
Remove Other Staff	ED approves the removal of staff in Finance, FMD and IT depts. (Bylaw 19.33)	This is the current practice.	Town Manager signs off on removals of staff within departments.
Police and Fire Departments			
Appoint Chiefs	No authority under the bylaws.	BoS appoints the Chiefs. (Bylaws 21.2.a. and 22.2.a.)	pending discussion
Appoint and Promote Officers	No authority under the bylaws.	BoS appoints the staff. (Bylaws 21.2.a. and 22.2.a.) In practice, the Chiefs recommend the appointment and promotion of officers and BoS approves. Protocols in both departments set out criteria for appointment and promotion.	pending discussion
Appoint Town Clerk	No authority under the bylaws.	Current practice is that the Town Clerk is elected for a three year term (Bylaws 26.1. and 2.).	Town Manager to appoint

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Formulate Personnel Policy/HR Function	No authority under the bylaws.	HR Board recommends personnel policies and procedures to all boards and dept heads subject to approval by Town Meeting. The HR Board is responsible for administration of, and changes to, the Classification Plan; reviews and recommends changes to Salary Plan; recruits applicants for positions in the Classification Plan; maintains personnel and other employment records. (Bylaws Articles 30 and 31)	HR Director in consultation with the Town Manager will develop proposed Personnel Policies. Following hearing, the HR Board will adopt policies.
Oversee Collective Bargaining	No authority under the bylaws.	Selectmen oversee collective bargaining and delegate to the ED this responsibility. The BoS may also designate HR Board as collective bargaining agent for any non-school dept. (Bylaw 30.12) The HR Director in the past has sat "at the table" in all non-school negotiations and will do so in FY16 when a number of contracts expire. The Board of Selectmen approves all contracts. For School collective bargaining the Town Manager is a member of the School Committee for developing strategy with respect to bargaining, and for purposes of voting on the contracts.	Town Manager will oversee collective bargaining and may delegate to the HR Director and others bargaining responsibility for some unions. The Board of Selectmen approves all contracts. For School collective bargaining the Town Manager is a member of the School Committee for developing strategy with respect to bargaining, and for purposes of voting on the contracts.
Reorganize, consolidate Departments	No authority under the bylaws.	The ED can recommend to the BoS changes within the Departments for which the ED is responsible (FMD, IT, Selectmen's office, Finance).	For departments under the supervision of the Town Manager and which have no board, the Town Manager may consolidate, reorganize, etc. with the approval of the BoS. For departments which have a Board, the Town Manager must obtain approval from either the applicable board or Town Meeting.
Appointment of board members	No authority under the bylaws.	The ED reminds BoS of appointments to be made by June 30 and, assists where requested, in working with the Council on Aging, Youth Commission and others in finding candidates for appointments.	The Town Manager will presumably assist the BoS in its appointments in a similar fashion as the ED does today.
<b>BUDGET:</b>			

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Prepare All Budgets: Capital, Operating and Town Wide Financial Plan (TWFP)	BoS coordinates preparation and maintenance of the TWFP (Bylaw 19.16.2) and 5 year capital plan (Bylaw 19.5.2.a) and the Executive Director is responsible for overseeing it and implementing it. (Bylaw 19.31.b)	In practice, the ED coordinates the process by which departmental budgets are submitted and then compiles the budgets to create the townwide budget. He also oversees the preparation of the TWFP, five year capital plan, and Sources and Uses updates.	Town Manager will assume the responsibility for preparation and implementation of the operating budgets, TWFP and Capital Plan and present them to BoS, Advisory Committee and ultimately, to Town Meeting.
Manage All Budgets	Executive Director oversees and is responsible to the BoS in their responsibilities for the Town's finances, including TWFP and 5 year capital plan (Bylaws 19.16.2.1. and 19.31.b)	In practice, the ED manages the Town's finances for the areas under the BoS' jurisdiction, and tracks ongoing performance to budget and plan.	Town Manager will be responsible for preparation of and implementation of operating budgets, TWFP and 5 year capital plan based on a review of submissions by departments of budgets approved by their boards.
Present Budgets to BoS	Executive Director prepares TWFP and 5 year capital plan for BoS. (Bylaw 19.31.b)	In practice, the ED prepares the TWFP and 5 year capital plan, and compiles the townwide budget for presentation to the BoS.	Town Manager will be responsible for preparation of and implementation of operating, TWFP and 5 year capital plan based on a review of submissions by departments of budgets approved by their boards. The Town Manager will present them to BoS.
Present Budgets to Advisory Committee (AC)	No authority under the bylaws.	In practice, the BoS and ED make a presentation to the AC on the TWFP, the capital plan and the operating budgets. (Bylaw 19.16.2.d. provides that if requested by the AC, the BoS will make a presentation to the AC on the TWFP.)	Town Manager will present the Town Manager's budget, TWFP, and Capital Plan to the Advisory Committee, along with a Budget Message.
Present Budgets to Town Meeting	No authority under the bylaws.	In practice, the BoS submits a written TWFP in the AC book and the ED makes an oral report on the TWFP to the Annual Town Meeting.	Town Manager shall submit a written TWFP in the AC book and shall present the budget to ATM.
<b>OTHER RESPONSIBILITIES:</b>			
Chief Procurement Officer	The ED is Chief Procurement Officer and can delegate the powers and duties of the position. (Bylaw 19.31)	In practice, the ED delegates the powers and duties to dept heads and others, based on the amounts of the contracts at issue.	Scope and responsibility remains the same.

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Authority to Sign Accounts Payable and Payroll Warrants	No authority under the bylaws.	Majority of Selectmen sign "warrant" or "order" prepared by Town Accountant for payment of bills and payroll. (Bylaws 19.17 and 19.46.a.)	Town Manager will sign accounts payable and payroll warrants prepared by the Town Accountant. In a short term absence (vacation, short term illness) of the Town Manager, the Deputy Town Manager or another individual designated by the Town Manager will sign the warrants. There will be a Bylaw to address the long term absence of the Town Manager, and appointment of an acting Town Manager in those instances.
Supervise Building Maintenance	The ED is responsible for Building Maintenance by virtue of appointment of FMD Director (Bylaws 19.31.d, 19.33 and 24.3.) and for the preparation of the FMC budget (Bylaw 24.4). BoS intends to bring DPW buildings into FMD in FY16. MLP buildings are exempt.	The ED works closely with the Director of FMD on all aspects of maintenance and some building projects.	Town Manager will be responsible for maintenance of all buildings and will appoint the FMD Director and staff and prepare and implement the budget. Possible role of FMD Director will change under current review of the building processes by committee appointed by Moderator in May 2015.
Supervise Construction Projects	No responsibility	In current practice, ED involvement in current construction projects results only from involvement of FMD Director in design phase and post-construction phases.	Town Manager will assume responsibility, directly or through other Town departments, for the preparation of plans and the supervision of work on all construction, reconstruction, alterations, improvements and other undertakings for public buildings <u>authorized by the Town.</u>
Rental/Use of Town Buildings (non-school)	No responsibility	Rec and Library Trustees are responsible for the rental of their buildings. Under current practice, the ED is involved in the lease of space within municipal buildings except MLP buildings. Town Meeting may be responsible for approving certain leases depending on the duration and value of the lease. In these instances the BoS is responsible for signing the lease. The ED is responsible for negotiating leases and implementing the leases in accordance with the decisions of Town Meeting and the BoS as applicable.	Town Manager will have the responsibility for the rental and use of all Town buildings, except for the library and MLP buildings. Town Meeting may be responsible for approving certain leases depending on the duration and value of the lease. In these instances the Board of Selectmen is responsible for signing the lease. The Town Manager will be responsible for negotiating leases and implementing the leases in accordance with the decisions of Town Meeting and the Board of Selectmen as applicable.

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Role in Developing Strategic Plan	ED is responsible to "lead the Town's strategic planning." (Bylaw 19.31.f.)	There is no Townwide strategic planning; however, the TWFP and 5 year capital plan come the closest to strategic planning for the Town. It is restricted to financial planning.	Town Manager will lead, implement and report on the Town's strategic plan. The BoS will be responsible for the plan, however. [If the BOS is responsible should this read, under the direction of the BOS, the TM will...]
Access to All Financial Books	This authority is implied in numerous places in the Bylaws (Bylaws 19.9, 19.31.b. and c., and 19.42)	The ED has access to all financial books as needed.	The Town Manager will be given this specific responsibility and authority.
Carry Out Policy Directions of the BoS	The ED implements the Town's policies and procedures as promulgated by the BoS (Bylaw 19.31.a.)	This the current responsibility of the ED and others to whom he delegates some of the responsibilities.	Town Manager will have the same responsibility as ED.
Implement all Actions of Town Meeting	This responsibility is given to BoS. ( Bylaw 19.12)	This the current responsibility of the ED and others to whom he delegates some of the responsibilities.	Town Manager will be responsible for implementation of Town Meeting actions.
Maintain Inventory of all Town Supplies, Materials, Equipment	Executive Director must adopt policies and procedures by which all depts and boards maintain inventory records and controls. (Bylaw 19.45.)	This the current responsibility of the ED and others to whom he delegates some of the responsibilities.	Town Manager will have this responsibility.
Disposal of Town Property	Executive Director shall adopt policies and procedures governing disposal of surplus and obsolete Town tangible property (not real estate). (Bylaw 19.47)	This the current responsibility of the ED and others to whom he delegates some of the responsibilities.	Town Manager will have this responsibility, subject to any restrictions established by Town Meeting or the Board of Selectmen.
Annual Report to the Town	Executive Director shall submit an Annual Town Report that includes financial statements etc (Bylaw 19.49) and shall compile reports of all town Boards, etc. for publication each year (Article 4).	This the current responsibility of the ED and others to whom he delegates some of the responsibilities.	Town Manager will have this responsibility.
Appointment of Town Counsel	No authority.	BoS appoints Town Counsel (Bylaw 19.7.4).	No authority. BoS will appoint Town Counsel.
Citizen Inquiries/System for Response	Selectmen shall establish a system for action on citizen complaints and requests for services to be administered by Executive Director (Bylaw 19.18)	ED has established a system within the BoS' office to monitor and respond to complaints and requests for services.	Town Manager will have responsibility for devising and administering response systems.